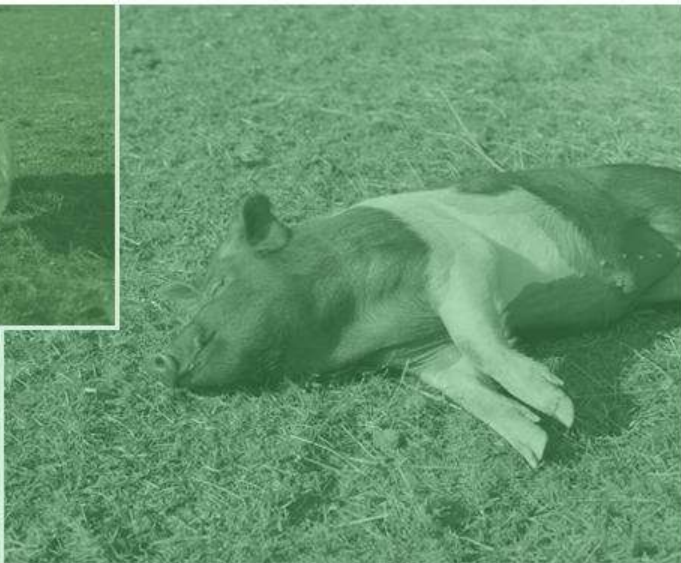


Krista V Hiddema

FOR THE GREATER GOOD



KristaHiddema.com
kristavaleriehiddema@gmail.com



Krista Hiddema

- ED of For The Greater Good for 3 years
- 5 degrees in human resources including a MA in organizational development
- Doctoral Candidate – employment experiences of animal rights activists
- 6 years a VP for Mercy For Animals
- Founding Board President of HEEFS for 6 years (home of Esther the Wonder Pig)
- Advisory for: One Protest, Rancher Advocacy Program, Egg-Truth, Dairy-Truth
- 10 years as the Co-Founder and Partner of a boutique employment and labour law firm in Toronto
- 15 years in the for-profit sector in senior human resources roles

Jo'Vonna Johnson Cooke

- Founder and Executive Director of Awali, Inc
- Founder and owner of MaituFoods
- Co-Founder and member of Grow Where You Are
- Organizational Partner with A Well Fed World
- Vegan Chef and Educator for 13 years

Awali

STRATEGIC PLAN 2021 - 2022

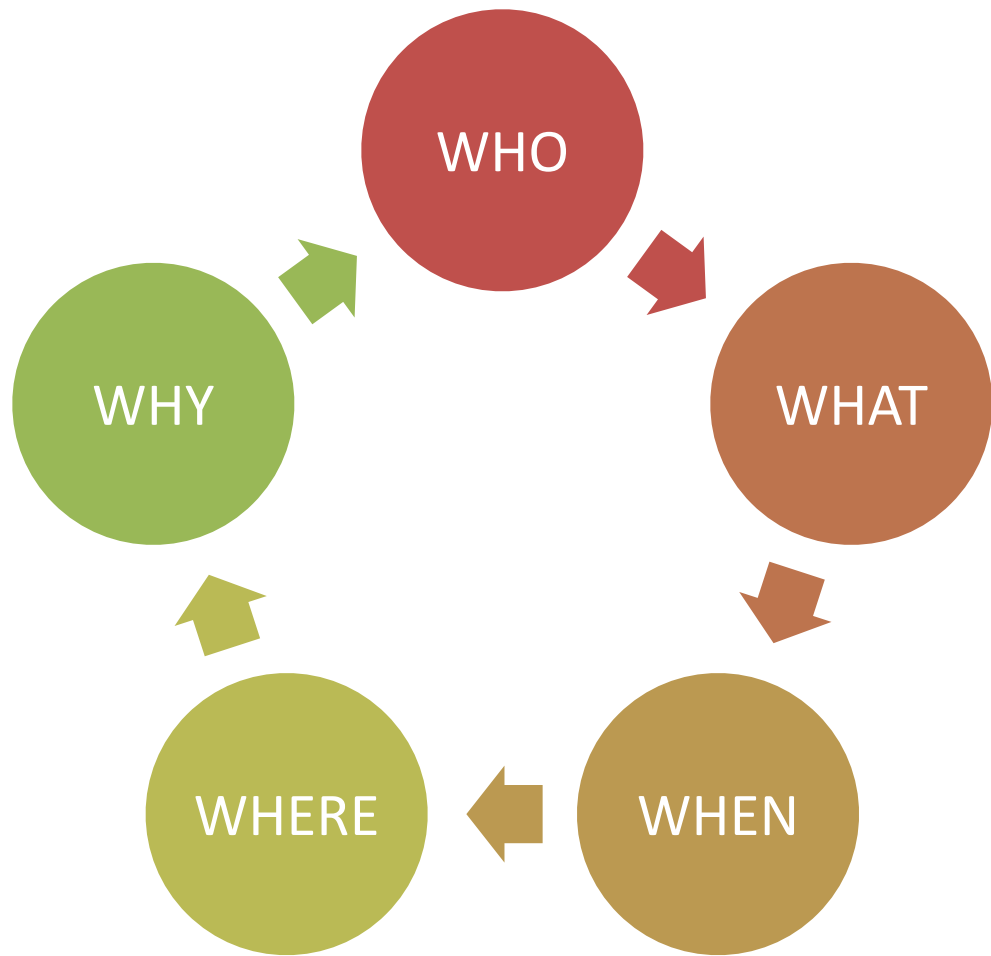
A · W A · L I
/a'wälē/

noun

1. Source, Origin.

Terms

- Strategic Plan OR Business Plan (I use these terms interchangeably)
 - Operations Plan
 - Human Resources Plan
 - Fundraising Plan
 - Marketing Plan
 - Advocacy Plan

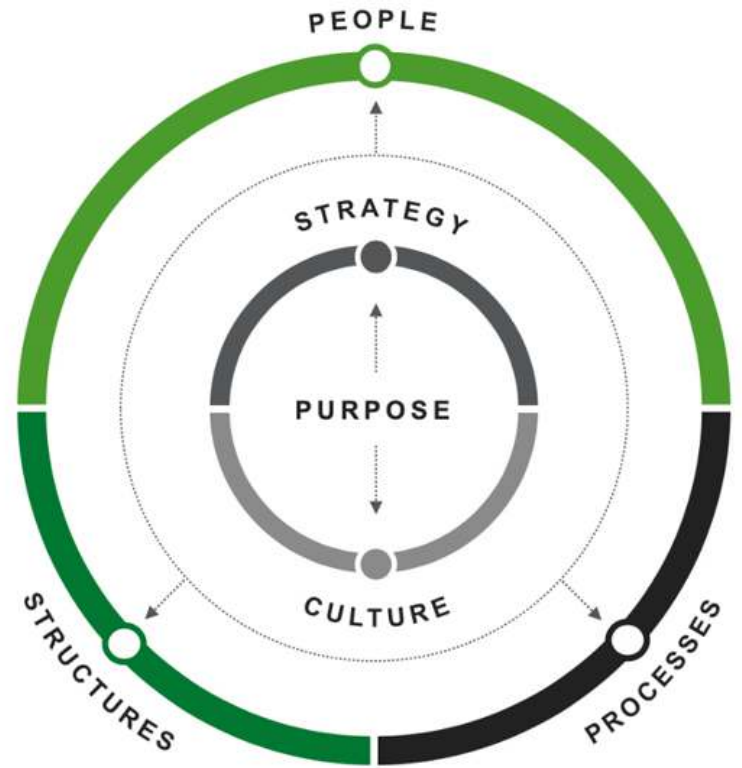




WHO

Who is responsible for Strategic Planning?

Boards are responsible for all aspects of **Organizational Effectiveness**, which includes Strategic Planning.



Board Roles and Responsibilities – Top 10

1. Determining the mission, vision, and purpose of the organization.
2. Ensuring that the organization is effectively carrying out its mission, vision, and purpose.
3. Hiring and firing the CEO.
4. Setting the organization's strategic direction.
5. Overseeing the organization's financial performance.
6. Ensuring the organization has adequate resources.
7. Providing oversight of the organization's operations.
8. Ensuring the organization is compliant with applicable laws and regulations.
9. Ensuring the organization is acting in the best interests of its stakeholders.
10. Voting on the organization's annual budget.

**Set Strategic
Direction**

1 & 2

**Ensure
Adequate
Resources**

3, 4, 5 & 6

**Provide
Oversight**

7, 8, 9 & 10

1. and 2. Mission, Vision, and Purpose

- Determine Mission, Vision, and Purpose, and advocate for them
- Center them in all decision making
- Create a strategic plan and work in accordance with the plan

Essential for a Successful Strategic Plan Process

- Strong facilitator
- Commitment to the process
- Timeline for the process
 - Not too long or you will lose momentum
 - e.g. Awali was 3 months
- Diverse stakeholders
 - Treasurer, ED, graphics designer, fundraising expert, human resources expert



WHEN

When to Engage in Strategic Planning

- Formally every 2-5 years
 - e.g. Awali is a 2-year plan
- When NOT to engage in Strategic Planning
 - During a crisis – you cannot realistically look to the future during a crisis situation

Pitfalls to Look Out For

- Missed deadlines
- Missed meetings
- Unequal participation
- Poor communication
- Unresolved conflicts

WHY

Set Strategic Direction

- This may be the single most important document the Board will create
- It should guide all aspects of your mission and vision – and it should be a “living” document
- Assists with fundraising
- Transparency is critical

Why do we need a Strategic Plan?

- Increased Effectiveness
 - Ability to make good decisions and take action on priorities
- Increased Efficiency
 - You will spend less time and money on things that are not important
- Increased professional confidence of ED and Staff
 - The team sees the 'big picture' – can lead to greater job satisfaction
- Foundation for all decision making
- Clear priority setting and focus
- Transparency with the general public
- Fundraising
 - Grant applications
 - Creating confidence for donors



WHAT

Executive Summary

- Who are you and why should someone read your Strategic Plan, and why should they support your work?

EXECUTIVE SUMMARY

The Awali Resource Center (Awali for short) is a five-acre veganic homestead and education center situated near Stone Mountain in the Atlanta metro area. Awali houses an organic seed library, wellness space, greenhouse, training kitchen, and veganic farm. Its function and development serve as a living laboratory and sustainable prototype of suburban green spaces and sanctuaries.

With 33+ years of collective experience, Jo’Vonna Johnson-Cooke and Eugene Cooke lead a dedicated team transforming under-utilized land into plant-based foodscapes within the broader community. Abundant with nutrient-dense and protein-rich crops, these urban agricultural hubs strengthen community ties, while promoting personal and planetary health through plant-based foods and farming.

Mission and Vision

- Statement of Mission and Vision

MISSION + VISION

Mission

Our mission is to create empowered, food-secure communities through the advancement of plant-based food systems and creative learning experiences in natural environments.



Vision

Awali is an East African word meaning “the source.” The source is the origin, the point from which everything flows. Pulling from a source of potential, we find ways to create and generate abundance. Even in dire times, our collective fosters cooperation, creativity, inspiration, and motivation. Our flagship veganic homestead educates families, supports the animals and nurtures vegan enterprise. Everything is connected, so to serve any part of the Earth potentially serves all. Through Awali, we serve by creating experiential education events and programs. We give space to the vision by doing the work.

General Information

- Location
- Demographics
- Trends
- Statistics

DEMOGRAPHICS

Lithonia is a largely suburban area with a current population of 2,778 residents. Located in the 4th largest county of Georgia, Dekalb County. The largest industries in Lithonia are Transportation and Warehousing, Retail Trade and Health Care, and Social Assistance, with Delta Airlines as the largest employer. The schools that serve the city limits of Lithonia are; Stoneview Elementary School, Lithonia Middle School, and Lithonia Highschool in Redan CDP. Universities are Luther Rice University of Theological Studies and Strayer University. The religious affiliation of the city is 44% Christian, the largest group being Baptist at 10%. The last census report of 2017 on poverty reported 31.7% of the population in poverty or below the poverty level. Within Lithonia, there is a growing urban garden community with local churches and communities developing mini-farms. There is also a growing community of small business entrepreneurs in the service industry. The climate is humid and subtropical with 52 inches of rain on average per year (above national average) and 2 inches of snow per year (significantly below the national average). There is an average of 218 sunny days per year.

SWOT Analysis

- Strengths
- Weaknesses
- Opportunities
- Threats

SWOT Analysis - Theory of Change

- Informed goal setting for Awali

Programs

- Be clear
- Be realistic
- “Less is More”
- Have specific goals

Awali's programs are comprised of these key elements

- 1 Assistance in the transition to a vegan diet and lifestyle.
- 2 Training in restorative and regenerative veganic gardening practices, utilizing foundational principles of agro-ecology through a veganic perspective.
- 3 Education and practical skill development of urban youth and families to increase food security by transitioning to more responsible and ethical consumption.

The following plan introduces Awali's vision and our team. Our programs and initiatives are outlined, as are our overall strategy to carry out our objectives.

Awali Resource Center

6099 Pattillo Way

Lithonia, GA 30058

www.awali.org | info@awali.org

ABUNDANCE PROGRAM

The Abundance Program introduces Awali to our larger community through education. In connection with homeschool and educational collectives, our Abundance Program engages young people with food forest tours, garden knowledge, and training at Awali. At the end of the learning day, we serve a free plant-based meal catered to children. The children learn about local, plant-based growing techniques, common tool knowledge, best ecological practices, and the benefits of a vegan diet.

Through play and exploration in nature, children have a tangible learning experience. The Abundance Program serves as an introduction to Awali. The information gained is then reinforced through additional programs and experiences. The Abundance Program is an interface where we offer “edutainment” and fun-filled experiences for the younger members of our community as we introduce them to larger developmental concepts. As children embrace these principles and practices, their parents and families are also positively influenced

- ◆ **Who:** Youth ages 5-13 years
- ◆ **What:** Abundance Program
- ◆ **When:** Two weekends each during Spring Break and Summer Vacation
- ◆ **Where:** Awali Headquarters
- ◆ **Why:** To introduce children (and their families) to ecological and vegan concepts through hands-on experience.

GOALS: ABUNDANCE PROGRAM

YEAR 1

15 children/participants per event

4 events for the year

Total of 60 children for the year

YEAR 2

15 children/participants per event

6 events for the year

Total of 90 children for the year

COMMUNITY WORK DAYS

An essential aspect of Awali's programming and philosophy is community service. Volunteer workdays are one of the primary ways we offer community service opportunities. During volunteer workdays, individuals or groups receive training at one of our farm sites where they develop farming skills. The information taught at each session is based on the season and activities therein and is pulled from our curriculum. At the end of each workday, volunteers are encouraged to harvest food free of charge, based on need and availability. Community workdays happen quarterly at the beginning of each season.

VEGAN FEASTS

Vegan Feasts are a primary way that Awali joins together with our community members and volunteers in the spirit of communion. Our vegan feasts introduce people to a vegan diet and show the correlation between veganic farm work and bountiful, nourishing harvests that are not only feasible, but delicious.

EDUCATIONAL PROGRAMS

Overview

Awali's educational programs are vehicles to interface directly within our communities in an environment focused on developing life-skills. Utilizing modern technological media equipment for virtual learning and digital content, coupled with hands-on veganic gardening training, we increase the awareness of the health and ecological benefits of a plant-based lifestyle for the youth and families. Our programs function to bring people forward into the 21st century with skills, global perspective, cooperative work, and ecological stewardship through a vegan perspective.

A. Youth Summer Camp

This is an environmental science camp geared towards veganic gardening and plant-based living. This is a week-long (five days) summer camp at the Awali

Goals and Objectives

- Ensure they are realistic
- Include a specific timeline for each
- Plan between 2 and 5 years into the future
- Have balanced goals
 - People
 - Programs
 - Infrastructure
 - Money

OPERATIONS

2021

The focus of operations for Awali's first year is centered on development. This time will be devoted to building and training staff, developing curriculums, and initiating the first phase of our programs.

- ◆ As a foundational activity we will initiate the installation of additional key we will activate and engage our fundraising model, to solicit and procure funding.

2022

Awali's second year focus will be to further work the plan. With programs and operations established, we can now continue to solidify our presence in the community, continue fundraising efforts, and further establish Awali as a reliable entity.

- ◆ We will continue the work to increase development of online networks and educational programming through a consistent online presence with our digital programming.

Staffing

- Who will be doing what
- How much will they be paid
- Will there be a benefits plan
- Do you have an employee handbook / policies and procedures
- Do you have a payroll system
- Are you compliant with employment legislation

NEW STAFF POSITIONS

Education + Outreach Coordinator/Director (Full-Time)

**In collaboration with the Executive Director (Jo'Vonna Johnson Cooke)
and the Awali team:**

- ◆ Develop long-term and short-term goals and implementation strategies.
- ◆ Develop measurement systems to track and achieve goals.

Budget

- Be as clear as possible
- Based on Program Areas and on Operations/Overhead

BUDGET YEAR 1

\$77,000K

Other (*includes
Technology, Insurance,
Facilities, Payroll, Etc)

\$224,036K

\$115,236K

Personnel

\$9,400K

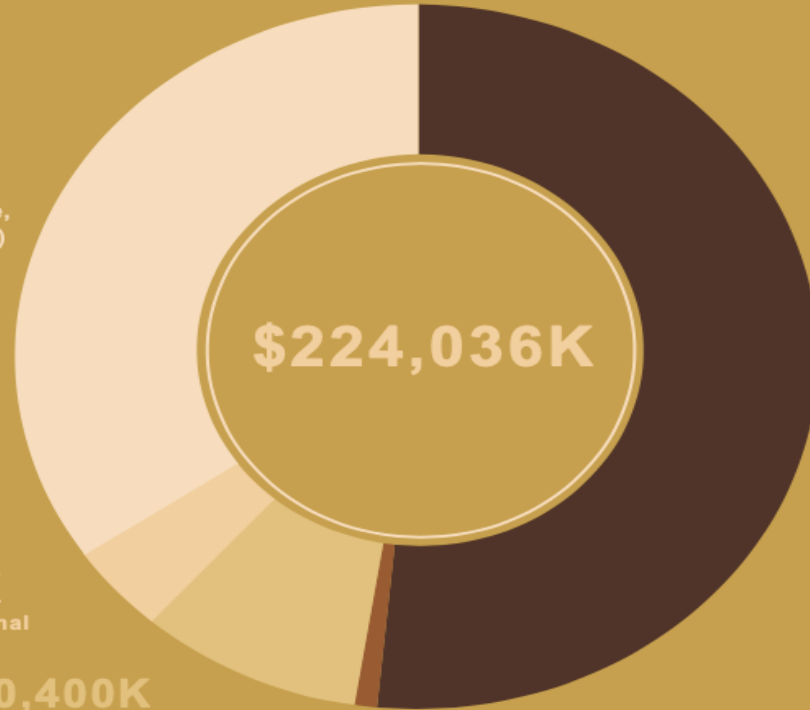
Awali Educational
Programs

\$20,400K

Community Work
Days + Feasts

\$2,000K

Abundance Program



YEAR 1

Personnel	\$115,236.00
Abundance Program	\$2,000.00
Community Work Days and Feasts	\$20,400.00
Awali Educational Programs	\$9,400.00
Other (*includes Technology, Insurance, Facilities, Payroll etc)	\$77,000.00
Total Expenses	\$224,036.00
Total Expenses + 10%	\$246,439.60

***includes one time startup costs**

Board of Directors

- Names
- Board Titles
- Roles and Responsibilities
- Bios

BOARD OF DIRECTORS

Eugene Cooke **President**

Eugene Cooke is an American-born father of four descended from Indigenous farmers and African refugees. His unique perspective is based on 20 years of growing food in urban areas, as well as work-study abroad in Africa, Jamaica, and Haiti.

Eugene is a founding member of Grow Where You Are (GWYA), a dynamic full-service social enterprise developing local food systems in urban areas. GWYA partners with organizations and individuals to bring food abundance to communities that value real food. They design, install, and maintain multiple public and private spaces where food is produced using natural principles. As a consultant, Eugene works with institutions and individuals to plant fruit orchards, develop farms and assist in ecological restoration.

Bethanie Nikoue **Treasurer**

Bethanie grew up and graduated from high school in Brussels, Belgium. She earned her Bachelor of Business Administration (B.B.A) in Accounting from Georgia State University

ADVISORY BOARD

Awali's Board of Advisors is in place to advise the Board of Directors on matters relating to the business and affairs of the corporation and to suggest or be available for consultation concerning projects or activities which Awali may undertake, consistent with and in furtherance of its mission, goals, and objectives. We understand that diverse perspectives make for informed decision-making. Our Board allows us to stay open and communicative about best practices, diverse methodologies, and innovative ideas that can push us further in our service to our communities

Dawn Moncrief

Dawn Moncrief is the founder and president of A Well-Fed World, an international hunger relief and food security organization advancing the benefits of plant-based foods and farming. She also draws attention to the devastating impact of animal agriculture as a major driver of natural resource depletion and climate destruction.

Linked 

Tracy McCurdy

Tracy Lloyd McCurdy is the Co-Founder and Executive Director of the Black Belt Justice Center (BBJC), a legal and advocacy nonprofit organization dedicated to the preservation and regeneration of African American farmlands and land-based livelihoods through effective legal representation.

Fundraising

- This is crucial
- No donor wants to be your “only donor”
- Multiple revenue streams
- Clear responsibilities
- Board involvement

AWALI FUNDRAISING

STRATEGY 2021 - 2022

Introduction

The purpose of developing an annual giving development plan is to help the staff and board set realistic income goals with respect to the annual budgeting process. The plan also outlines the strategic steps required to reach those goals, as well as Board and staff responsibilities in accomplishing the plan.

This proposed 2021/2022 plan identifies targeted financial goals necessary to support the operating budget being recommended by the Board of Directors. The plan will be revised and updated on an as-needed basis in conjunction with revisions to the operating budget.

I. Financial Goals Projected FY Operating Budget

INCOME CATEGORIES	2021/2022 INCOME PROJECTIONS
Foundations + Major Gifts	\$211,600
Sponsorships + Partnerships	\$15,000
Events	\$10,000
Educational Programs	\$3,000

c. Major Gifts

Lead: JoVonna Johnson Cooke

Time Frame: Immediate and Ongoing throughout the year

Goal: 2 Grants for \$10,000 each that covers Administration and Facilities.

Method: Personal solicitations via individual meetings and privately hosted fundraisers. Prospect based on donor history, Board connections, and local geography.

d. Board Member Solicitations and Contributions

Lead: Eugene Cooke

Time Frame: 2022

Goal: A minimal request of \$1000 from Board Member Contributions throughout the year to contribute to Programs and Operations Costs. \$5000 from fundraising strategies.

Method: Board Led Fundraising Strategies and Events. Board brings in potential partnerships and establishes relationships through their networks, with people and organizations that align with our mission.

Advocacy

- How “exactly” will you be helping animals?
- What are your metrics?

IMPACT + METRICS

It is our goal through Awali's programs to increase the number of plant based families, communities and growers all while contributing to a plant based economy as well as more informed consumers. The goals that are most meaningful within this context are health of BIPOC adults and children, access to superior plant based nutrition and vibrant local food economies that create sustainable local employment and entrepreneurship. This in turn enhances the actualization of Food Sovereignty. We believe we can best achieve these goals through collaboration with existing organizations, outreach into interested communities, acquiring funding support to facilitate our programs and initiatives, and by delivering superior service in all of our activities.

Activities towards Impact

We understand that measurable impact is critical for non-profits. It is important that through our work and the response generated around it, we demonstrate the feasibility and necessity of our programs. Activities towards impact are as followed:

- ◆ We are prioritizing hiring adequate personnel.
- ◆ We will keep our programs and operations within the scope of resources readily available. We will have a knowledgeable, dedicated team to service the

MARKETING + OUTREACH

Within the Atlanta area alone, the U.S. Bureau of Labor Statistics shows employment losses of over 100,000 people or more each month since April 2020, and the Atlanta Food Bank reporting a 300% increase in inquiries for food assistance during, and as a result of, the COVID-19 pandemic. Our planet is experiencing record-breaking devastation to our many ecosystems, threatening over 100 million species with extinction. Through improper land use, the destruction of habitats, and irresponsible lifestyle practices accelerating climate change, the destruction we are witnessing is unprecedented. It threatens to destabilize every facet of our lives here on Earth. With planetary destruction, food insecurity, job insecurity, and multiple health crises, it is imperative that we do our part to train and assist a new generation of eager veganic farmers, Earth stewards, food activists, and plant-based chefs to serve

You Can Add

- Stories
- Pictures
- Testimonials
- Collaborations
- Videos
- Media Coverage

POTENTIAL COLLABORATORS

Free Haven Farm: A vegan farming organization in Lawnside, New Jersey. We can work with them on educational resources, and collaborative curriculum development. There is also potential to work with them as a sister site for exchange programs and shared initiatives.

Shamba ATL: A small scale farm site previously established by members of Awali, and now a vegan farm collective in SW Atlanta. They offer tools, resource and labor assistance. There is the potential for continued collaborative work developing educational media content and sharing of resources.

Thrive Baltimore/Afro Vegan Society: Vegan organization in Baltimore, Maryland. There is the potential to consult with them on education around community outreach.



Jo'Vonna and Eugene with Leah Penniman of Soul Fire Farm and author of *Farming While Black*

Growing Options at Awali

A commercial highlighting the Grow Where You Are, Growing Options program during their workday at the Awali site. In the video short, you see the crew working on and around different parts of the farm.

9

Ask A Sista Farmer

A short presentation on seed saving at Awali with JoVonna for the Soul Fire Farm "Ask a Sista Farmer" series, highlighting women farmers of color.

17

Conclusion

- Clear and crisp summary

Conclusion



CONCLUSION

For more than 6 years, we have developed Awali's initial infrastructure and network. We now request financial assistance to kickstart Awali's next phase to more quickly realize and grow our potential. Securing these additional funds would provide much-needed assistance in the further development of Awali's program and initiatives. Increased support would allow us to have more focus and sustained attention on developing Awali's service to the community and spreading the message of vegan living and compassion for the Earth and ALL of its inhabitants through direct personal action and advocacy. Many good ideas and beneficial concepts go undone or under-done

And . . . don't forget . . .

- Table of Contents
- Editing
- Page Numbering
- Contact Information
- Formatting
- Graphic Design
- Charitable Number and other appropriate identification numbers

TABLE OF CONTENTS

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Who We Are (Our People and Orgs)	2
Board and Advisory Board	3
Mission and Vision	5
Our Story (Introduction Video)	6

Here's how you can support Awali

Awali Inc

501(c)(3) EIN: 82-2241612

Checks payable to: Awali, Inc

Direct Wire Transfer*

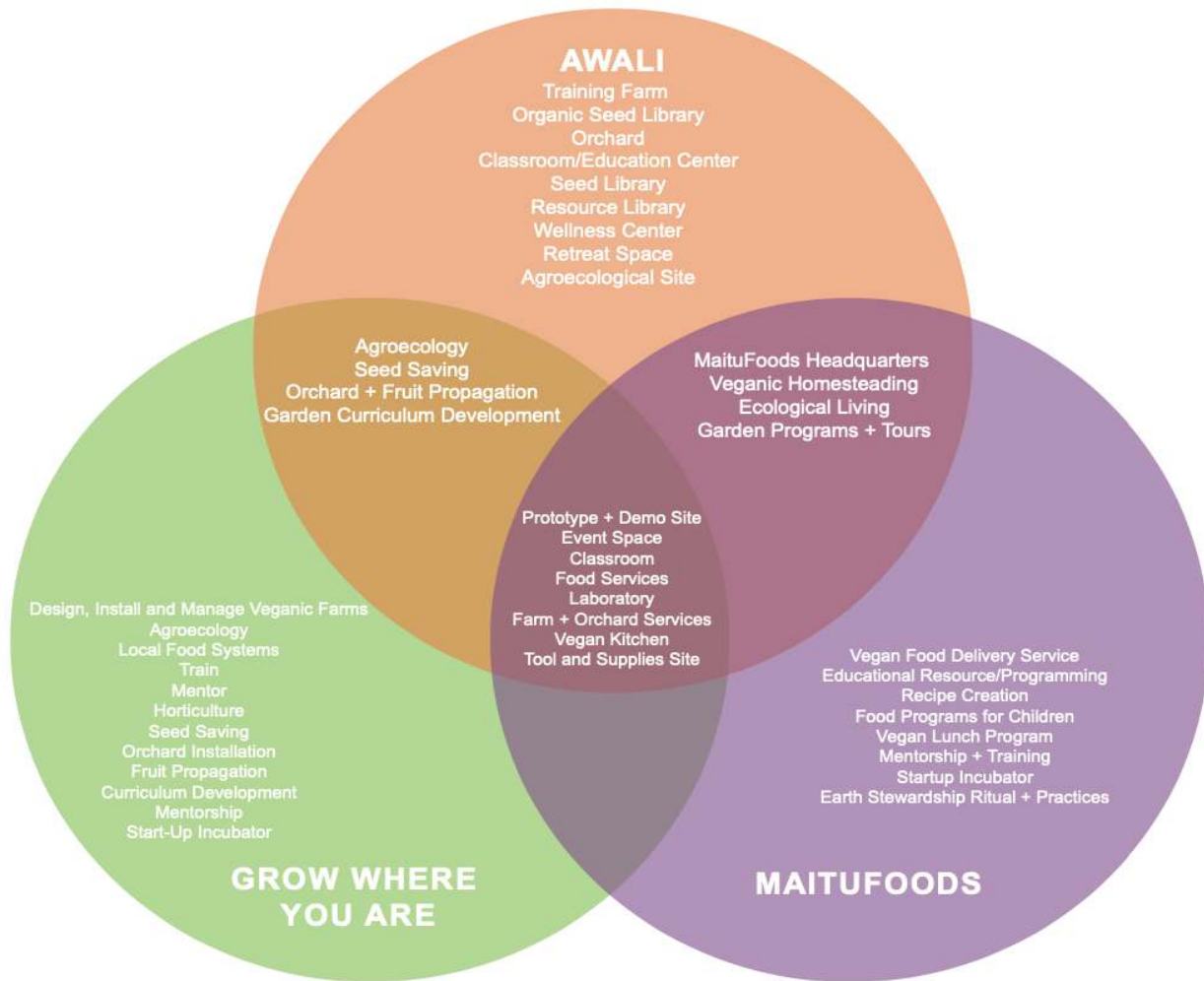
*account details available on request

Thank you for your consideration!



APPENDICES





WHERE

Share Your Strategic Plan

- Employees
- Volunteers
- Donors
- On your Website

Keep it Alive

- It's now time to operationalize the Strategic Plan
 - Create “sub-plans” as needed (e.g. fundraising plan)
- Ensure that the Strategic Plan informs:
 - All Board decision making
 - ED performance and remuneration goals
 - Employee performance and remuneration goals

Strategic Plan Hierarchy



Resources

- <https://articles.bplans.com/how-to-write-a-nonprofit-business-plan/>
- <https://donorbox.org/nonprofit-blog/nonprofit-business-plan/>
- <https://www.councilofnonprofits.org/tools-resources/business-planning-nonprofits>
- <https://www.wpcharitable.com/nonprofit-business-plan/>
- <https://www.boardeffect.com/blog/nonprofit-business-plan-template/>

Resources

- Thank you to Indra for organizing this, and Zee for adding these resources to The Open Sanctuary Project website

In Conclusion

- Strategic Plans are living documents that evolve with the organization
- Strategic Plans focus on the “big picture”
- Strategic Plans must be realistic
- Strategic Plans are a guideline for all organizational decision making

Consider Asking Yourself

- What benefits would strategic planning bring to your organization?
- Are you ready for strategic planning?
- If you are ready, what are your next steps?
- If you are not ready, why not? And what will it take to be ready?

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Thank You

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